

# North Lanarkshire Council

## Report

### Finance & Resources Committee

approval  noting

**Ref** FW/ST

**Date** 18/09/19

### Digital Workforce & Skills Programme - Phase 1

**From** Whittakerf@northlan.gov.uk

**Email** tennants@northlan.gov.uk

**Telephone** 01698 520635

---

#### Executive Summary

The DigitalNL transformation programme has three key aspirations; to digitise council services, stimulate economic growth and upskill staff and residents to enable them to deliver on our digital ambition. In March 2019, the full business case for DigitalNL was approved by Policy & Strategy Committee with investment for an indicative five year programme of work to significantly change the way we deliver our services.

Fundamental to the success of Digital NL is the programme of work which will enable us to build digital skills, both within our own staff, and across residents and communities in North Lanarkshire. This will encompass a broad skills development strategy and a multi-year supporting programme of work which will involve a wide range of teams from across the Council.

As well as the Digital NL programme itself, teams from the Digital Economy and Place programme, the People and Organisational Development service, the Education & Families service and the Community Learning and Development service will work together to take forward a comprehensive digital skills programme. This will include working with businesses, third sector providers and other delivery partners to transform our digital learning infrastructure and environment, and create high quality and engaging digital learning curriculums and content.

A number of digital skills programmes are now underway or in development and this report provides Finance and Resources Committee with an overview of the strategic direction and broad first phase programme of work which will enable us to build a digital ready workforce across North Lanarkshire.

---

#### Recommendations

It is recommended that Finance and Resources committee endorse the high level strategic direction for this work, note the progress to date and support plans to further enhance our capability to develop digital skills across North Lanarkshire.

---

## The Plan for North Lanarkshire

Priority	Improve North Lanarkshire's resource base
Ambition statement	(23) Build a workforce for the future capable of delivering on our priorities and shared ambition

### 1. Background

- 1.1 We Aspire was approved by the former Policy & Resources Committee in September 2018 to promote and invest in activities that deliver on the principles of Live, Learn, Work, Invest and Visit. Through the DigitalNL aspects of this ambition, the council has set out its stall to become a leading digital authority in Scotland.
- 1.2 The detailed Digital NL ambition for the council was shared in detail with the Policy and Strategy Committee on 21 March 2019. This outlined the illustrative transformational benefits available to employees, businesses, communities and partners, and the indicative investment required to realise these transformational benefits.
- 1.3 Since the launch of the Digital NL programme in late 2018, there have been a number of digital workforce and skills development activities undertaken, beginning with the completion of an 'essential digital skills' survey in November 2018 which was sent to all employees across the Council.
- 1.4 This was followed by the establishment of a community of "Digital Transformers", drawn from a cross service range of employees and designed to support each of the services as they progress on their digital transformation. This community will act as an ongoing support network to assist in embedding digital skills and new ways of working within all services. An ongoing programme of development and engagement will support our Digital Transformers to increase their impact and change management capabilities.
- 1.5 In Dec 2018, the Digital Economy and Place programme published its ambition to provide equal access for communities and businesses to digital learning environments and resources. This programme is currently in development and will include partnership work with industry & business to develop training and education that will meet their current and future digital skills needs and gaps.
- 1.6 In May 2019, the Council launched a very successful "Learning at Work Week" focused on Digital Skills. This event saw a number of different digital skills activities take place over the week; it also provided valuable further insight into the likely future digital skills which will be required as the Digital NL programme gathers pace.
- 1.7 In May 2019, the Education and Families service also published their Digital NL Classroom – Learning for the Future ambition, in a report to the Education and Families committee. This set out the digital future for North Lanarkshire's Schools, with a plan to deliver enhanced digital classroom arrangements which are aligned to the needs of young people and better linked to key employment sectors.

- 1.8 Finally, as part of the initial phase release of the Digital NL programme, work is underway within services to implement the digital transformation of key processes and ways of working, and there have been, 50 service specific Future Operating Model sessions during June and July 2019. As part of these, service managers have mapped the specific digital skills gaps which will emerge as they implement the digital transformation of their processes and work systems, and these will be taken forward to develop programmes and solutions which will support delivery.
- 1.9 This remainder of this report sets out the strategic direction for the overall Digital Skills Programme and the development of a digitally enabled workforce for North Lanarkshire. This includes an overview the phase 1 plans for 2019/20 to equip staff, young people, residents and communities with the confidence, knowledge and skills to adopt and embed new digital skills and improved ways of working and living. This takes into account current digital skills work such as the North Lanarkshire Partnership's existing Digital NL learning offer.
- 1.10 In 2014, North Lanarkshire Partnership approved the NL Community Learning & Development Partnership Strategy 2014-18. This included a joint commitment from local learning and skills providers to work towards a '*Digitally Included North Lanarkshire*'. As a result, a paper was presented at CMT in August 2014 recommending the creation of a co-ordinated community-based learning offer called '*Digital North Lanarkshire*'. Through funding from NLC, New College Lanarkshire and other partners, a Digital NL learning programme for residents and staff has been in place since 2016 via over 40 learning providers. The initial pilot is due to end in December 2019 and the future direction, model and funding will be agreed.
- 

## **2. Report**

### **2.1 Overall Programme Objectives**

The overall objective of the Council's Digital Workforce and Skills Programme PO62, is "*To develop and deliver a digital workforce strategy and skills programme to build a digital ready workforce across North Lanarkshire*".

This broad objective will be supported by three distinct but fully linked programmes of work which will underpin initiatives and programmes delivered within the Council (in regards to Digital NL and our own digital workforce transition); in our Education service, (building digital skills and capabilities in our young people) and out with the Council (supporting residents, communities and businesses).

The three distinct programmes of work are:

- Digital NL – Workforce & Skills Programme
- Digital NL Classroom – Learning for the Future
- Digital Economy and Place – Digital Skills & Inclusion

### **2.2 Digital NL – Workforce and Skills Programme**

#### **Building 'essential digital skills' programme in NLC**

- 2.2.1 Following the completion of the Digital Skills survey, the Council has invested our Flexible Workforce Development Fund allocation towards a digital upskilling provision to be delivered by New College Lanarkshire between May and October 2019. This will see over 280 staff attend one of 23 workshops covering basic digital skills, basic excel and word, intermediate excel, advanced excel and photo shop.
- 2.2.2 Our Learning at Work week, from 13th to 17th May 2019, was very successful and we have another week of activity planned for May 2020 with additional targeted support for services directly undergoing their own digital transformation. It should be noted that five other local authorities are now adopting our approach to Learning at Work week in their Council's during September 2019.
- 2.2.3 Feedback from our Essential Digital Skills Survey also highlighted that increased use of mobile devices to access a range of work based information requires additional awareness regarding online security from a professional and personal perspective. To address this need, we have now produced two short animated videos to provide straightforward information and tips on how to protect personal data and carry out secure web-based transactions. Due to the significant positive response we have received on these videos, they will be shared with communities via our social media feeds including Facebook and Twitter.
- 2.2.4 Our 'Digital Transformer' community has now grown to around 40 employees, and has actively been supporting ongoing digital skills development across the Council. We have also secured additional funding from Skills Development Scotland for 11 employees in more specialist roles to undertake Digital Diplomas to further enhance their knowledge and skills. We are continuing to promote this opportunity across services.
- 2.2.5 We have now created a 'Digital Skills' toolkit on LearnNL signposting all of the free resources available to support employees to develop their digital skills. This includes the Scottish Qualifications Authority (SQA) Digital Learning Academy, '23 things Digital' by the Social Services Council (SSSC), Office365 Training Centre, 'Learnmyway' and GCF Free Learn. We will continue to promote these resources through our Digital Transformers is key and by driving employees towards LearnNL.
- 2.2.6 A key part of our digital workforce strategy is to improve staff experience and workforce productivity by increasing digital literacy with existing Council systems. A practical example of this being our I-trent HR and payroll workforce system where our aim has been to increase use of employee self-service functionality, enabling employees to access 'Myself' anywhere using their own mobile devices.
- 2.2.7 This work has enabled us to reach a significant number of digitally excluded Council employees who have had no previous access to Council systems. Over the last 8 months we have delivered 'mySelf' familiarisation training to over 4,000 employees across Home Support, Housing/Estates, Streetscene/Land/Waste/Recycling and Cemeteries, Social Work and Facilities support services.
- 2.2.8 This approach has been welcomed and very successful, and during May and June 2019 over 11,000 employees directly accessed myself, a 40% increase in unique users prior to the training commencing. Key to the success of this training has been a flexible approach to delivery based on the audience. We have provided group training demonstrations at key sites, drop in sessions for employees who are remote workers, one to one support for staff who have been less confident and e-learning materials such as guides and video's for employees who need top ups, or are more confident in their ability.

- 2.2.9 In terms of “reach” and accessing employees who were previously excluded from this type of activity, there have been many learnings from our approach which will be applied to the wider roll out of the Digital NL skills programme across the Council including Microsoft Office (MS) Office 365.
- 2.2.10 Included in this are a series of roadshows aimed at frontline employees which are planned to take place during September and October across our Facilities Support Services, Waste Management and Streetscene teams. These sessions, led by a Senior Manager or Head of Service, will give employees the opportunity to provide feedback on the implementation of mySelf and provide further learning for the future roll out of other digital technologies and systems.
- 2.2.11 Following approval of the MS Office 365 rollout that will enable enhanced productivity, collaboration and contribution, a framework for training needs analysis has been agreed. The ‘Digital Transformers’ have attended an event aimed at preparing them to become early adopters of MS Office 365. The workshops also considered the types of personas or job types (office-based, partially mobile, fully mobile, field worker and school based support) that they will be supporting. The personas will also help inform future communications and training sessions with employees to assist them in actively embracing the new ways of working. The rollout that is scheduled to commence in October 2019.
- 2.2.12 We have recently completed a training needs analysis with Elected Members and have put in place a revised programme of Learning and Development. Elected Members can now access their learning and development through our digital learning platform LearnNL. Members have their own dedicated page on LearnNL that hosts all learning material relative to the topics identified in the TNA, as well as calendar of classroom based sessions. This new approach offers Elected Members the opportunity to access their Learning and Development through any device, selecting learning that is most relevant to them both at time of need and in their preferred method.

### **Improving engagement and digital literacy through Yammer**

- 2.2.13 As part of Digital NL, we are keen for our employees to increase their digital collaboration and insight into the broader context in which we operate, so that they are able to recognise the collaboration opportunities possible beyond seeing things through the lens of their own area of operation.
- 2.2.14 We need our services to work together in more common ways, sharing knowledge and learning collectively to create innovative solutions that will deliver our ambition at pace. Prioritising effective collaboration across our service areas should lead to better information sharing, improved accountability and coordination on council-wide initiatives.
- 2.2.15 In support of this, we have leveraged the Council’s Yammer platform. Yammer is focused on the collaboration and communication between larger groups of people, such as project groups, departments and the entire organisation. Yammer has been used as a key vehicle to connect employees with our DigitalNL plans and good progress has been achieved through cross service working groups and setting up collaborative forums to exchange knowledge and ideas.
- 2.2.16 There have been three Senior Manager Q&A sessions on Yammer for staff engage with Senior Officers. This is key to our employee engagement strategy to increase the visibility and access of the Senior Team, providing greater clarity about our direction

as a Council and how we are making progress against the North Lanarkshire Plan. We are also working on a schedule that will include all Heads of Service in these online discussions to bring greater depth of understanding to plans across services in line with our IIP feedback and recommendations.

2.2.17 We are also using Yammer for employees who are undergoing management and leadership development programmes. The cohort groups, whilst enhancing their digital literacy, are able to directly access their learning materials on line, collaborate on tasks or assignments and share knowledge and reflections during the duration of the development programme.

2.2.18 Our Bring Your Own Device (BYOD) Policy is something that needs to be addressed in order to provide an easier and more direct way for staff to access information, work remotely and collaborate efficiently with colleagues. This is something that will be taken forward as part of the M365 implementation and our wider Digital Transformation Programme.

### **2.3 Working in partnership with the Scottish Government Digital Office**

2.3.1 The Scottish Government's Digital Office team look to identify where councils can work together to drive digital transformation. Staff from across different Councils attend 6-weekly meet ups either in person or virtually. The project aims to develop understanding of the organisational environment, leadership digital skills and transformation capability required to support digital transformation and innovation across Local Authorities in Scotland.

2.3.2 To date we have used resources from this project to assess our essential digital skills, build a community of digital transformers and have also adopted digital workforce planning tools. The Digital Office and other local authorities have also benefited through our involvement and sharing our programme of work and learnings to date.

2.3.3 We are also working directly with the Digital Office team as they review the wider Digital Data and Technology profession in the public sector to see how this might apply in Local Government. The project will identify what future roles will be needed and will evaluate potential models to deliver this capability. We will seek to build this research into our workforce plans.

### **2.4 Building a pipeline of digital talent**

2.4.1 We are currently leveraging our Graduate Apprenticeship (GA) Scheme to enhance our capabilities in emerging professional roles such as IT Operations Managers and Cyber Security Specialists. In September 2019 three employees from our Business Solutions team commenced a 4-year GA programme and we anticipate a further demand for these areas our 2020 GA programme.

2.4.2 Over the last 3 years we have recruited 9 Modern Apprentices (MA) across services in Creative Digital Media and Information Technology. This opportunity to undertake work based learning has led to 6 individuals achieving a positive destination at the end of their programme, with 2 individuals pending qualification results. Over the next 5-years, and in line with emerging demand for more specialist roles in our own Council we will seek to increase the number of MA's in areas such as Data Analytics, Information Security and Digital Applications.

2.4.3 This year there has been an increased demand for Foundation Apprenticeships (FA) relative to current or emerging digital roles. 125 young people from across our schools

have been offered a FA's in either Creative Digital Media, IT Hardware & Systems support and IT software. We are currently in the process of developing a strategy with Developing the Young Workforce Lanarkshire and Skills Development Scotland to ensure that we effectively engage employers to secure placements for current or emerging Digital roles across North Lanarkshire and this will be aligned with the wider employability review currently underway.

## **2.5 Building a digital learning platform for the future**

- 2.5.1 As the demand for traditional classroom learning changes, we are continuing to make sure we have the best approach to delivering more flexible learning solutions using modern technologies. With over 15,644 employees the management of learning and development and the ongoing provision of meaningful, relevant and impactful training is a key priority for us.
- 2.5.2 We are currently in the process of procuring a cloud based learning technologies solution which will be a key enabler for the Digital NL/SmartNL ambition. It supports us to take an inclusive approach to developing digital skills, across North Lanarkshire and providing access to smart learning environments and content to address digital skills gaps.
- 2.5.3 The significant benefits of the platform to the Council, our employee's and communities include:
1. Improving the learner experience and the breadth of reach – making digital learning accessible to all
  2. Increasing personal ownership and opportunity for lifelong learning
  3. Building employability skills through enhanced digital capabilities
  4. Reducing manual training administration and improved governance and rigour
  5. Improving tools and support for line managers and community learning teams
  6. Positive environmental impact
  7. Enhanced digital technology skills for businesses and to grow the economy
  8. Improved digital literacy of employees, residents and communities
- 2.5.4 Change management planning to implement the new solution will commence in October following appropriate approvals and working towards implementation in the new financial year.

## **2.6 Delivering Digital NL**

- 2.6.1 As the DigitalNL transformation programme transforms the way we deliver our services we must recognise how this will affect the size and shape of the workforce and what it means for existing roles as well as roles that are likely to be required in future. We are currently working to develop service specific workforce plans that will enable us to respond to this and ensure that actions identified to develop a digital workforce through the DigitalNL programme, are developed and progressed as part of our workforce for the future plans.
- 2.6.2 50+ service specific Future Operating Model sessions were delivered over June and July with Business Managers or nominated service leads. These sessions provided feedback on previous generic workshop outputs and were used to compile an impact analysis using the POPIT framework (People, Organisation, Process, Information and Technology). The overall outputs from these resulted in the digital workforce strategy recommendations and the service specific implementation plans.

- 2.6.3 A Training Needs Analysis (TNA) framework has been compiled to make the link between training and skills gaps, identifying where understanding is lacking in a team, demographic or personal level. The TNA allows for the creation of an appropriate and tailored learning provision, which can be developed specifically to meet particular needs and skills gaps. The TNA identifies who needs training, what training they need and what methods are available.
- 2.6.4 The DigitalNL programme team and People & Organisational Development team are working closely together to ensure that the vision, ambition and plans are achieved and benefits realised. This partnership working will also ensure that plans are aligned to ensure successful delivery of the target operating model.

## **2.7 Digital NL Classroom – Learning for the Future**

- 2.7.1 The Digital NL Classroom programme of work will form a key strand of the Digital NL Skills programme and will encompass all digital learning developments across North Lanarkshire Schools.
- 2.7.2 Its primary purpose is to ensure that our provision in this area keeps pace with the changing technological expectations of young people including maximising the experience of those in the Senior phase who experience smaller class sizes, for example at Advanced Higher level.
- 2.7.3 The programme has five principal objectives which will underpin future activities to expand digital learning in schools:
- develop the digital learning skills and confidence of educators and education practitioners
  - improve access to digital learning and maximise the skills of young people in using it
  - ensure that digital technology is a central consideration in all areas of curriculum development and assessment
  - empower leaders of change to drive innovation and investment in digital learning and teaching
  - provide an effective set of mechanisms to enable digital learning across schools
  - Develop the digital skills of young people to equip them to meet the needs of the future workplace and key sectors.
- 2.7.4 A programme of work is currently being developed to support delivery of the Digital NL Classroom, and this will begin with a scoping exercise between June and December 2019.

## **2.8 Digital Skills and Inclusion across North Lanarkshire**

- 2.8.1 As part of the wider Digital Economy and Place work stream of the Digital NL programme, work has begun to scope the future provision for building Digital Skills for residents and communities across North Lanarkshire.
- 2.8.2 This work will be focused on providing equal access for communities and businesses to learning environments and Digital resources, to build the digital skills they require

including those studying or in further education, those seeking employment and those working flexibly or running their own business.

- 2.8.3 Through the Council's Enterprise team, this work will also focus on working in partnership with local industry and businesses to develop training and education that will meet their digital aspirations, help to close skills gaps and build a digital skills talent pool for the area.
- 2.8.4 As part of this work the team will focus on creating a link between locally provided and accessed digital training, education and employers and this will also be encompassed within the wider employability agenda.
- 2.8.5 The CLD Partnership's existing Digital North Lanarkshire community-based learning project, is managed via a multi-agency steering group. The group, along with project staff, have a detailed map of digital skills provision in North Lanarkshire. Provider details across the authority can be accessed via [www.digitalNL.co.uk](http://www.digitalNL.co.uk). Mapping was carried out as part of the project's three year pilot programme and local needs for the future are also being explored as the project nears the end of its initial funding period in December 2019 and the future direction is decided.
- 2.8.6 Next steps for this skills programme have now been identified and these include:
- Stakeholder consultation and agreement on the creation of a digital skills academy concept
  - Discussion with key business growth sectors to understand the gaps in digital skills and recruitment
  - Explore and develop funding models and provider strategies for this work
  - A review of our current provision in areas such as the public access computer network, further research on digital exclusion and a consideration of future funding models for the Digital North Lanarkshire project aligning to the current employability review.

## **2.9 Digital Skills Programme Governance**

- 2.9.1 As these digital skills programmes progress there is a growing need to ensure that the work streams are fully integrated and there is a common consideration of best value around key elements such as digital learning technology investment, funding models, provider strategies and the development and procurement of digital skills content.
- 2.9.2 To ensure that this happens a Digital Skills Steering Group will be created during September and this will oversee the co-ordination of the overall digital skills programme and ensure the reporting of progress to the wider Digital NL delivery Board, CMT and Committees.

---

## **3. Equality and Diversity**

### **3.1 Fairer Scotland Duty**

Our work to build a digital ready workforce supports the recommendations of the fairness commission and the Fairer Scotland Duty to reduce the inequalities of outcome caused by socio-economic disadvantage.

### 3.2 Equality Impact Assessment

Specific equality impact assessments will be undertaken, where appropriate, in line with Council policy and the fairer Scotland duty assessment process noted above.

---

## 4. Implications

### 4.1 Financial Impact

Costs associated with delivering digital skills are reflected within the overall Digital Programme investment and our Workforce for the future plans previously approved by the Policy and Strategy Committee. We continue to focus on maximising our drawdown of funding through the Apprenticeship Levy, Scottish Government's Flexible Workforce Development Fund, and other sources to ensure best value for the Council.

### 4.2 HR/Policy/Legislative Impact

There are a number of Council wide impacts on existing HR policies and processes. This will be managed through the programme governance.

### 4.3 Environmental Impact

Increased use of Digital Technologies will have an environmental impact in terms of reducing travel required to attend learning, and there will be efficiencies around use of material resources typically used for learning events.

### 4.4 Risk Impact

Effective identification and management of risk is considered critical to the success of the DigitalNL programme. A comprehensive risk assessment and Risk and Issue Log is being managed and monitored throughout the programme.

---

## 5. Measures of success

5.1 Ongoing measurable progress against our ambitions to build a Workforce for the future and achieve our Digital Transformation plans

5.2 Measurable increase in digital skills, capability and confidence across our workforce, residents and communities.

---

## 6. Supporting documents

6.1 None



**Fiona Whittaker**  
**Head of People and Organisational Development**